



The Power of Leadership Development

Annual Report
2016–2017



Center for
Creative
Leadership®



Center for
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Leadership®

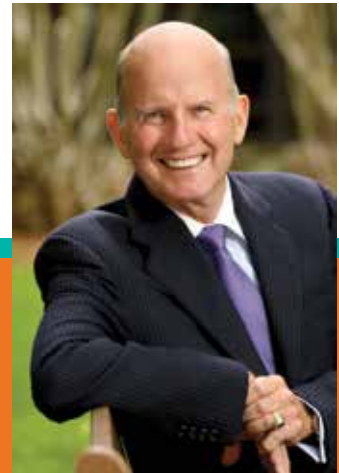
The Center for Creative Leadership (CCL®) is a top-ranked, global provider of leadership development. By leveraging the power of leadership to drive results that matter most to clients, CCL transforms individual leaders, teams, organizations and society. Our array of cutting-edge solutions is steeped in extensive research and experience gained from working with hundreds of thousands of leaders at all levels. Ranked among the world's Top 5 providers of executive education by the *Financial Times*, CCL has offices in Greensboro, NC; Colorado Springs, CO; San Diego, CA; Brussels, Belgium; Moscow, Russia; Addis Ababa, Ethiopia; Johannesburg, South Africa; Singapore; Gurgaon, India; and Shanghai, China.

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#CCLleadme

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Message from the CEO

When Credicorp, Peru's premier banking institution, created an aggressive plan for international growth, company executives knew the initiative would never succeed without one critical component: leadership development.

They partnered with CCL to link their business strategy closely with a leadership strategy that emphasized strategic leadership, change, and working across boundaries. The bottom-line results from an initiative that involved Credicorp's top 500 leaders and was well-aligned with other organizational priorities: rising stock prices and annual revenues that accelerated over a five-year span.

Independent research confirms this fact: When it's done the right way, leadership development improves financial performance, attracts and retains talent, drives strategy execution, and makes change easier to navigate.

At CCL, we know how to do it the right way.

Through our nearly five decades of experience serving clients across the globe, we believe that leadership development must be built on three bedrock principles. First, it's critical to make leadership development a learning process over time, not just an event. Second, we need to tie formal learning to key leadership challenges on the job to foster learning in real time. Finally, it's vital to take a systemic approach that integrates leadership development with an organization's overall strategy.

In these pages, we offer a snapshot of the impact of leadership development being done right, through stories of clients, updates on cutting-edge CCL research, and news of recent awards that confirm CCL's ability to deliver Results That Matter.

If you are already part of the CCL community, we are grateful for your partnership. If you have yet to connect with us, we hope this report inspires you to do so.

Warm regards,

John R. Ryan
President and CEO
Center for Creative Leadership

Over the last year, CCL helped develop more than 40,000 leaders globally.

–CCL Participant Data

Delivering Results that Matter

At CCL, we help individuals transform their interpersonal skills and better lead others. We help teams drive organizational success and sustained performance. We help communities thrive, enable lives, and advance futures.

Our promise to our clients

We are seriously committed to **accelerating your leadership**, providing **universal perspective** on your leadership challenges and delivering results that help you and your organization build **a better business and a better world**. The following pages offer just a few examples of the newest CCL services, knowledge, partnerships, and recognitions that are driving **Results That Matter**.



of participants said they're better prepared for future leadership roles

CCL ROLL DATA



of participants applied what they learned to their jobs

CCL ROLL DATA

The Impact of Leadership Development

CCL continues to help clients by delivering results that matter to their business. Our client engagements help organizations and individuals adapt to shifting competitive environments, develop the leadership talent they need to grow, be successful at strategic change programs, and fulfill vital performance goals.



We worked with this global retailer to develop a custom leadership solution that focused on improving the coaching skills of their managers. This shift helped to enhance employee engagement, encourage feedback, and improve decision-making skills, all of which will help the company grow amidst a fast-changing, increasingly digital retail landscape.



Mars, Inc., a 100-year-old global manufacturer of confectionery and pet food and provider of animal care services, was growing faster than its senior leadership pipeline could support. We created Mars University to bolster the supply of ready-to-lead executives. The results? A 20% increase in leaders ready for top roles, with Mars U graduates being promoted at twice the rate of their peers.



CCL conducted an organizational network analysis to help Duke Nursing School understand the informal relationships and unofficial structure that could help (or hurt) its strategic change efforts. School leaders gathered insights to support the Durham, NC institution’s ambition of becoming the nation’s premier nursing school.



Ravenscroft School in Raleigh, NC, partnered with us to better prepare students to succeed and become leaders in a complex, interdependent world. CCL and the 150-year-old independent K-12 school created a framework to integrate leadership development experiences throughout the school—inside and outside the classroom, at every grade level.

[View all of our client success stories.](#)

The Impact of Our Research and Evaluation

The Return on Leadership Learning

As a research organization, CCL is committed to evaluating and measuring the impact of programs, and using that data to strengthen them over time. Our Return on Leadership Learning (ROLL) surveys help us to do just that.

In fiscal 2017, CCL created 163 ROLL reports for our clients, helping them understand the impact of leadership learning programs and track that impact over time. These reports provide evidence for the

value of leadership development and help our clients communicate with their stakeholders the impact of their investment in leadership development.

The numbers scattered throughout this annual report are based on ROLL reports of more than 5,000 program participants and more than 8,000 of their colleagues. ROLL surveys are conducted two to three months after participants have completed a leadership program to measure on-the-job impact.

CCL Research Offers Insights for Asia's HR Officers

Companies in the fast-growing economies of Asia must ensure they have the talent to grow in their local markets and globally. [Our Chief Human Resource Officer \(CHRO 3.0\) study](#), published in partnership with the Singapore Human Resources Institute, lays out seven key mind shifts that Asian HR leaders will need to make over the next 10 years to meet this challenge.



(Re)writing the Book on Leadership Development Evaluation

CCL's newest book is an updated edition of [Evaluating the Impact of Leadership Development](#). The book provides processes and tools to help managers and professionals evaluate the impact of leadership development efforts.

The first edition of this book, published in 2008, was based on CCL's experience, dating to the 1970s, of evaluating the impact of its programs. Since 2008, we've continued to rigorously evaluate how, and to what degree, leadership development programs impact both individual participants and their organizations. The new book reflects the last decade of research and field experience.

Its contributors are: *Tracy E. Patterson, Sarah Stawiski, Kelly M. Hannum, Heather Champion, Holly Downs, Emily Hoole, and Jennifer Martineau*

CCL Researcher Earns Major Award for Generational Differences Work

CCL Senior Research Scientist *Jennifer J. Deal* received the Society for Industrial & Organizational Psychology's [2017 Raymond A. Katzell Award](#).

This prestigious award recognizes a psychologist who has demonstrated to the public the importance of the field in addressing social and workplace issues.

Deal was cited for her research on generational differences, especially on the job, and her broad influence in sharing those insights. Her latest book, written with Alec Levenson, [What Millennials Want from Work](#), examines global data drawn from 25,000-plus millennials to reveal what this age group really wants from work.



Join *Leading Insights*, CCL's online research community.

Learn more about our research projects and how to participate in them.

At CCL, the impact of leadership development can be measured through top-ranked initiatives that help businesses perform better and also through our commitment to serving the social sector and empowering grassroots leaders around the world.

Here are CCL's recent awards and recognitions.



CCL Earns Fourth Straight Top 5 Ranking

In 2017, for the fourth straight year, CCL ranks No. 4 overall in the *Financial Times* worldwide survey of executive education. We have earned a Top 10 ranking, based on direct client feedback, for 16 consecutive years in this important survey. CCL is the only institution among more than 85 in the rankings that focuses exclusively on leadership development.



Best Innovation in Management Education

CCL received this award for design and delivery of the Global Citizen Leader program for the WE School, a leading business school in India.



TrainingIndustry.com's Top 20 Global Leadership Training Companies List

CCL was named to this prestigious industry listing for the eighth consecutive year.

2017 ISA Business of the Year

The Association of Learning Providers named CCL the 2017 ISA Business of the Year for its "financial success, quality products and services, market position, and positive workplace culture."



Model Partnership for Impact

The [American Express Leadership Academy](#), a partnership between American Express and CCL, was recognized as a model partnership by the Independent Sector.

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2009

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of participants said program lessons were relevant to their leadership challenges

CCL ROLL DATA

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[Learn more
about our funds.](#)

Thanks to the generosity of our many donors and partners, CCL continues to expand the leadership equation, providing access to leadership development to more leaders, in more places, than ever before.

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96%

of Education/Nonprofit participants said they are now more effective leaders

CCL ROLL DATA

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- Community Foundation of Greater Greensboro
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- MANA de San Diego
- Sysco
- University of North Carolina at Greensboro
- Laura Weber (CCL Adjunct)
- Women’s Resource Center of Greensboro

In 2016–17, the Center for Creative Leadership funded 129 scholarships at a value of more than \$730,000



Scholarships Awarded by Sector

	% by sector
Nonprofit Organizations	64%
Higher Education	27%
K-12 Education	17%
Foundations	2%
State/Local Government	19%

Here’s how to apply for a CCL scholarship.



Message from the CFO

Driven by strong, continued partnerships with clients and donors globally, CCL finished its Fiscal Year 2017 with revenues of \$112.4 million.

This annual report celebrates the growing and diverse array of clients CCL is fortunate to serve. Over the past year, through engagements with businesses, government agencies, educational institutions, and nonprofits of all sizes, CCL touched more than 35,000 lives and 2,000 organizations. The investments these clients made in CCL enabled us to deliver lasting impact for them and stay tightly focused on our core mission: advancing the understanding, practice, and development of leadership for the benefit of society worldwide.

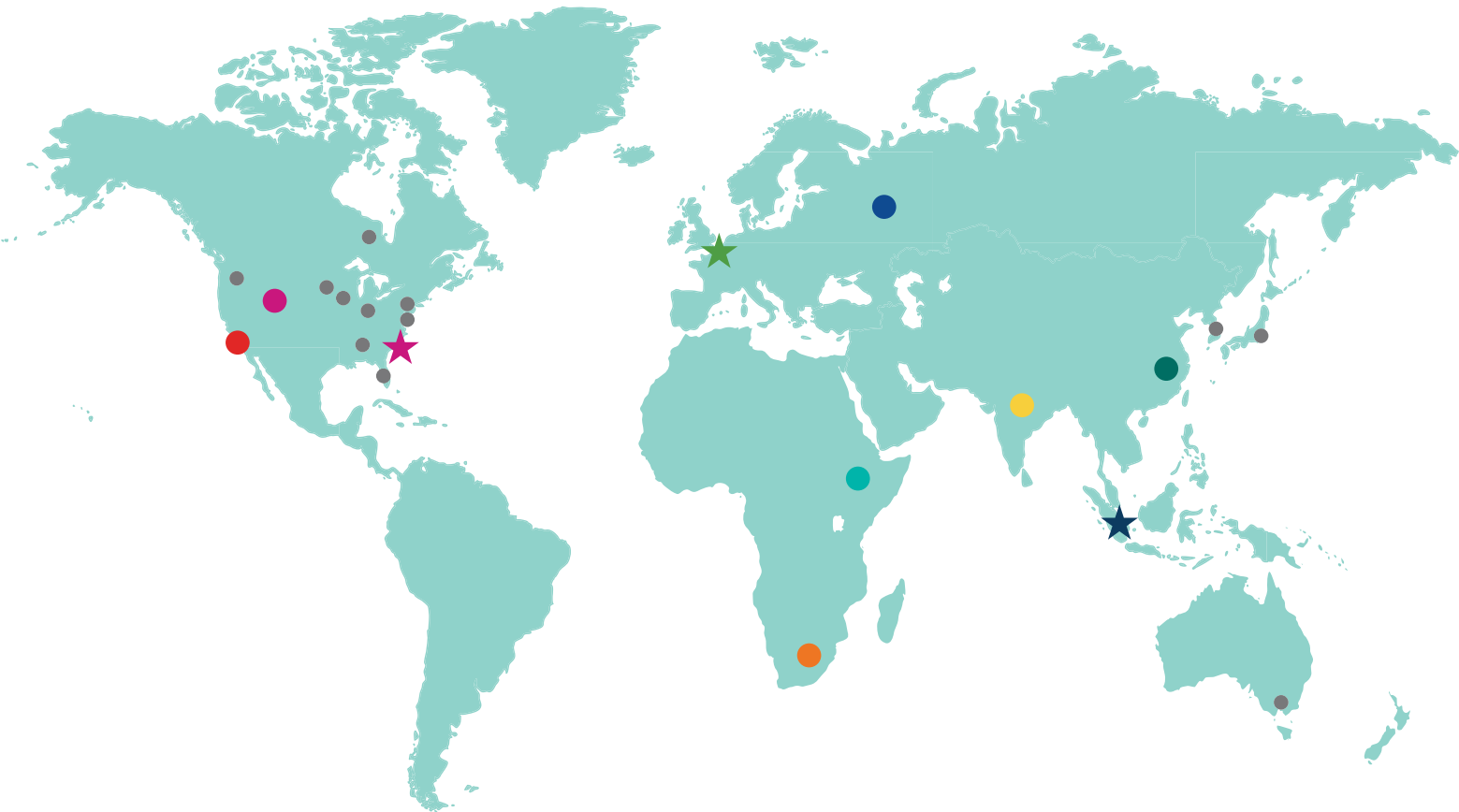
We are particularly proud of the difference we make through our Societal Advancement group, which delivers world-class leadership development for social sector organizations and under-served communities in every corner of the globe. For example, Independent Sector recently named the American Express Leadership Academy, a collaboration between American Express and CCL that has trained hundreds of nonprofit leaders across the United States since 2008, as a “Model Partnership for Impact.” Also, the Global Citizen Leader program that CCL designed and delivered for WE School, a top Indian business school, was recognized as a “Best Innovation in Management Education” by India’s National Human Resources Development Network.

CCL funded nearly 130 scholarships to our programs, valued at more than \$730,000, to non-governmental leaders globally. An innovative initiative to develop individual and organizational leadership in Vermont was launched with a multi-million dollar estate gift from the late Dr. Margaret Waddington, a pioneering neurologist and CCL alumna. Additional private gifts and grants from charitable foundations, government agencies, and other sources—including your own generous contributions—all helped position CCL to create Results That Matter: Sustained Impact for You, Your Business, and the World. We are grateful for your support and the tremendous potential it helps unleash in communities everywhere.

Warm regards,

Bradley E. Shumaker
Executive Vice President
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